

**Title Page:**

STRATEGIC PLAN

FOR

SAINT-GAUDENS NATIONAL HISTORIC SITE

OCTOBER 1, 2007 - SEPTEMBER 30, 2011



## Results Act and Planning Cycle:

### PREFACE

This five-year Strategic Plan has been written for one or more units of the greater National Park System administered by the National Park Service, U.S. Department of the Interior. The National Park System preserves outstanding representations of America's natural, cultural, and recreational resources of national significance. These resources constitute a significant part of America's heritage, character, and future. The National Park Service not only directly and indirectly preserves these national treasures; it also makes them available to millions of visitors from throughout the country and the world every year.

This Strategic Plan was written to fulfill the requirements of Section 104 of the National Parks Omnibus Management Act of 1998. This legislation requires all field units of the National Park System prepare Strategic Plans and Annual Performance Plans consistent with the Government Performance and Results Act of 1993 and make these documents available to the public. The law was a catalyst for our staff to examine its fundamental mission and to take a fresh, longer range view, in precise terms, of what results or outcomes we needed to achieve to more effectively and efficiently accomplish that mission.

The Government Performance and Results Act (GPRA) is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments. Performance management ensures that daily actions and expenditure of resources are guided by long- and short-term goal setting in pursuit of accomplishing an organization's primary mission, followed by performance measurement and evaluation. Importantly, GPRA mandates that long-term and annual goals be results or outcomes rather than outputs (activities, products, or services) and that they be "objective, quantifiable, and measurable" so that performance can be adequately measured and reported, and progress on mission accomplishment assessed.

GPRA requires federal agencies to develop and use three primary documents in conducting their business. These documents are also to be submitted to the Congress and the Office of Management and Budget (OMB):

1. Strategic Plan of no less than five years duration, reviewed and revised every three years, and containing:

- \* mission statement based in law, executive order, etc.;
- \* long-term goals, which are objective, quantified, and measurable, to accomplish mission;
- \* how goals will be accomplished, is the plan data and narrative showing "...operational processes, skills and technology, and the human, capital, information and other resources required to meet those goals...";
- \* relationship of annual goals to long term goals, a description of how long term goals are carried out in annual goal increments;
- \* key external factors which could positively or negatively affect goal accomplishment;
- \* GPRA also requires consultation with affected and interested parties in the development of the Strategic Plan, and it requires that the plan be
- \* developed by federal employees (versus contractors, etc.).

2. Annual Performance Plan tiered off the Strategic Plan each year, showing how long term goals will be accomplished in annual increments, and containing:

- \* annual goals to incrementally achieve long-term goals in Strategic Plan;
- \* annual work plan explaining how annual goals will be accomplished - "briefly describe the operational processes, skills and technology, and the human, capital, information and other resources required to meet the performance goals...." and
- \* basis for measuring results - "...provide a basis for comparing actual program results with the established performance goals...."

3. Annual Performance Report reviewing each year's successes and failures and identifying areas where activities

or goals need to be revised in the future, addressing:

- \* what annual goals were met or exceeded;
- \* what annual goals were not met;
- \* why annual goals were not met; and
- \* what remedial action will be taken for goals not met.

## ABOUT THIS PLAN

In consultation with Congress, OMB and other interested parties, the National Park Service (NPS) developed its own GPRA implementation process. In 2004 the Department of the Interior (DOI) produced a Strategic Plan requiring all agencies in the Department to be aligned with. It is available on the Internet at [http://www.doi.gov/ppp/strat\\_plan\\_fy2003\\_2008.pdf](http://www.doi.gov/ppp/strat_plan_fy2003_2008.pdf).

Individual park plans address the long-term goals in the NPS and DOI plans that are appropriate to the individual units as parts of the overall National Park System and its mission. Then they add goals specific to their own legislative mandates, missions, resources, visitor services, and issues. The park plans, then, are a blend of national and local priorities and goals.

This Strategic Plan follows that pattern. It contains a mission statement born out of the NPS organic act as well as the specific legislation or proclamation establishing the park. It contains mission goals, closely paralleling the "servicewide" mission goals that illustrate in broad brushstroke what we do far beyond five years - "in perpetuity" - to accomplish our stated mission. It then contains long-term goals, which target in quantifiable, measurable ways what we will accomplish in the next four years toward achieving our overall mission goals and mission. The long-term goals address both appropriate "servicewide" goals as well as park-specific outcomes. The goal numbering protocol follows that of the NPS plan with park-specific suffixes. Since not all servicewide goals apply to every park, some numbers may be skipped. In addition, there are numbers containing 0's which are not in the servicewide plan and indicate park-specific goals.

Each long-term goal is repeated with one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as to sketch in how the goal will be accomplished. The figures in the tables and narrative for each goal contain any general information about "How Goals will be Accomplished", including staffing, fiscal, infrastructure, and other resources available to achieve the plan's long-term goals.

It should be noted that the goals in this plan are generally predicated on "flat budgets". Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations are known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) are "reasonably assured", they too are taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with the resources we already have while at the same, providing accountability for those resources.

Each year that the Strategic Plan is in effect, there will be a companion Annual Performance Plan which shows in annual goals, that year's targeted incremental achievement of each long-term goal, and a work plan for accomplishing that increment. Each year there will also be an Annual Performance Report discussing actual achievement of the prior year's annual goals and progress on long-term goals.

Copies of this Strategic Plan can be requested from the superintendent. Questions and comments are welcome and encouraged and can be addressed to the superintendent. Copies of the most current Annual Performance

Plan and Annual Performance Report are also available on request, with questions and comments equally welcome.

## **Park Background Information:**

### Introduction

This is the Strategic Plan for Saint-Gaudens National Historic Site, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. The Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the in perpetuity goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the five-year period covered by this plan, October 1, 2007 through September 30, 2011, federal fiscal years FY 2007-2011.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at Saint-Gaudens NHS, 139 Saint Gaudens Road, Cornish, New Hampshire 03745. We welcome questions and comments, which should be addressed to the Superintendent at this address.

The Plan also contains a general section on Strategies on how goals will be accomplished, that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of Key External Factors that could positively or negatively affect goal achievement. Each long-term goal has one or more explanatory paragraph that gives background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in the development of the plan and a list of plan preparers.

Each year that this Strategic Plan is in effect there also will be an Annual Performance Plan covering one-year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results, and the dollars and people that will do it.

### The Saint-Gaudens National Historic Site

The Saint-Gaudens NHS is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Authorized by an Act of Congress in 1964, the Saint-Gaudens NHS is located in Cornish, New Hampshire. Containing 150 acres, the park preserves the home, collections, gardens, and studios of Augustus Saint-Gaudens (1848-1907), one of America's greatest sculptors, in perpetuity, and makes this valuable part of America's heritage available to over 30,000 visitors each year for their experience, enjoyment, understanding, and appreciation.

### Park Mission

The mission of the National Park Service at Saint-Gaudens National Historic Site is rooted in and grows from the park's enabling legislation, Public Law 88-543, passed by Congress in 1964 to preserve in public ownership historically significant properties associated with the life and cultural achievements of Augustus Saint-Gaudens. In 1976, Public Law 94-578 amended the enabling legislation to increase the authorized boundary of the park. In

2000, Public Law 106-491, again expanded the authorized boundary to reflect management recommendations of the 1996 General Management Plan. Our mission statement is a synthesis of this mandated purpose. It is the mission of the National Park Service to preserve, protect, and interpret cultural and natural resources historically associated with Augustus Saint-Gaudens (1848-1907) and to promote the arts through events in the spirit of those conducted by Augustus Saint-Gaudens.

#### Legislative Intent

Public Law 88-543 mandated the National Park Service to:

Preserve in public ownership historically significant properties associated with the life and cultural achievements of Augustus Saint-Gaudens

Serve as a living memorial through the presentation of art expositions and festivals and other appropriate events that are traditional to the site

#### Purpose

The purpose of Saint-Gaudens NHS is to preserve in public ownership historically significant properties associated with the life and cultural achievements of Augustus Saint-Gaudens.

#### Significance

The primary significance of Saint-Gaudens NHS may be summarized as the site of the home, studios, designed landscape, and extensive collection of the works of Augustus Saint-Gaudens (1848-1907), a prominent figure in American Art. The site's significance is further enhanced by the retention of the rural character of the surrounding countryside that attracted and inspired Saint-Gaudens and the Cornish Colony artists.

#### Key External Factors Affecting Plan's Accomplishment

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

The popularity of the Saint-Gaudens NHS is expected to continue and present even greater challenges both in terms of cultural and natural resource preservation and visitor use. In addition, the recent federal designation of the Connecticut River as an American Heritage River, as well as present efforts to upgrade the Connecticut River Byway (state designated by Vermont and New Hampshire) to a National Scenic Byway is likely to bring an increase in tourists to this region. Additional factors affecting performance include:

- \* The costs of maintaining and restoring natural and cultural resources are escalating
- \* Potential introduction of additional exotic species, which is beyond park-level control
- \* The implementation of new programs that emphasize wise use of limited resources and sustainable practices
- \* A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act
- \* The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for employee training and career development, natural resources inventory and monitoring, and cooperative research studies

- \* Continued implementation of the 1996 Saint-Gaudens National Historic Site General Management Plan has potential implications, particularly the possible acquisition of property adjacent to the park, as well as potential rehabilitation of existing buildings for use as a temporary visitor contact station. Other historic structures may also be rehabilitated for use as visitor information facilities. Each of these factors could impact park operations by requiring a reallocation of existing park resources
- \* Most of the park structures are currently not accessible
- \* The need to reduce over-use of the historic house for offices, since it is one of the primary cultural resources at the site

#### Consultation in Plan Preparation

Saint-Gaudens National Historic Site relied heavily on the park's 1996 General Management Plan (GMP) for the development of this Strategic Plan. During the review period for the GMP, the National Park Service held twelve public meetings and received numerous comments from local residents. Public recommendations were incorporated into the final draft of the GMP, which have, therefore, led to their inclusion in this document.

#### Strategic Plan Preparers

The following park staff members were involved in preparing this strategic plan, which was written by the GPRA Coordinator:

Stephen Walasewicz, Natural Resource Manager/GPRA Coordinator  
BJ Dunn, Superintendent  
Mike Healy, Facility Manager  
Henry Duffy, Curator  
Greg Schwarz, Chief of Visitor Services  
April May Preston, Chief of Administration

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la1B

*Park/ Program Goal ID Number:* la1B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Invasive plant species: Percent of acres infested with invasive plants that are being maintained as free of invasive plants

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 1 canopy acre of Saint-Gaudens NHS lands infested with invasive (non-native) plants are controlled.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Invasive plant acres

*Unit Measure:*

acres

*Condition (Desired):*

Maintained

*Total # Units in  
Baseline:*

125

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Significant portions of the park are currently impacted by exotic, invasive vegetation including Blow-Me-Down Pond and its surrounding wetlands, as well as much of the upland and riparian habitat. In recognition of this resource management issue, the park inventoried and mapped all 17 invasive plant species park-wide between 2001 and 2003, and developed a comprehensive Exotic Plant Management Plan. The plan has guided on-the-ground-control efforts ever since. The park will continue its efforts to control exotic vegetation and monitor the effects of various management treatments.



## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: December 15, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la2A

*Park/ Program Goal ID Number:* la2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Species Protected: Populations of Federally listed species making progress toward recovery.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 1 population of Saint-Gaudens NHS's federally listed species in the park are making progress toward recovery.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Making progress toward recovery

*Unit Measure:*

Each species

*Condition (Desired):*

Making progress toward  
recovery

*Total # Units in  
Baseline:*

1

*Status in Base  
Year (# Meeting  
Condition):*

1

*5-Year Results Plan:*

Bald eagles are occassionally seen at the park. There are no breeding pairs within the park.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la4A

*Park/ Program Goal ID Number:* la4A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Water quality: miles of streams and rivers meeting State water quality standards

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 1.5 miles of Saint-Gaudens NHS streams and rivers (100%) meet State water quality standards.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Water quality

*Unit Measure:*

Miles

*Condition (Desired):*

Unimpaired

*Total # Units in  
Baseline:*

1.5

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The park currently maintains a permanent water quality monitoring program. The program was implemented in FY 97, resulting from a funded WASO Water Resources Division grant proposal, which allowed the park to purchase monitoring equipment. Since that time, park staff have conducted monthly sampling of the Blow-Me-Down Brook, Blow-Me-Down Pond, and Blow-Me-Up Brook. In addition, the CACO Biology Lab conducts additional analysis on collected samples. The park's VIP program also involves local high school students in the program. Park data will be compared with data collected by the NE Temperate Network I&M program, who began monitoring this SAGA Vital Sign in FY 2006.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la4B

*Park/ Program Goal ID Number:* la4B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Water quality: acres of lakes reservoirs, etc. meeting State water quality standards

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 7 acres of Saint-Gaudens NHS lakes reservoirs, etc. (100%) meet State water quality standards.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Water quality

*Unit Measure:*

Acres

*Condition (Desired):*

Unimpaired

*Total # Units in  
Baseline:*

7

*Status in Base  
Year (# Meeting  
Condition):*

7

*5-Year Results Plan:*

The park currently maintains a permanent water quality monitoring program. The program was implemented in FY 97, resulting from a funded WASO Water Resources Division grant proposal, which allowed the park to purchase monitoring equipment. Since that time, park staff have conducted monthly sampling of the Blow-Me-Down Brook, Blow-Me-Down Pond, and Blow-Me-Up Brook. In addition, the CACO Biology Lab conducts additional analysis on collected samples. The park's VIP program also involves local high school students in the program. Park data will be compared with that collected by the NE Temperate I&M Network, who began monitoring this SAGA Vital Sign in FY 2006.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la5

*Park/ Program Goal ID Number:* la5

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of Historic structures in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 29 of Saint-Gaudens NHS historic structures are in good condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each structure

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

There are 47 historic structures on the LCS at Saint-Gaudens National Historic Site. Twenty-nine of these structures were in good condition at the end of FY 2006. Most of the park's budget for historic structures is utilized in maintaining the existing 29 structures in good condition. Additional funds will be needed in order to upgrade additional structures to good condition.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la6

*Park/ Program Goal ID Number:* la6

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of preservation and protection standards met for park museum collections

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 300 of 337 applicable preservation and protection standards for Saint-Gaudens NHS museum collections are met.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Applicable standards

*Unit Measure:*

Each standard

*Condition (Desired):*

Standards meet

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Saint-Gaudens NHS is continually in the process of attempting to upgrade the protection of its historic resources and museum collections. A major component of this effort is the expansion and upgrading of the collection storage facility that was completed in early FY 2005 and the installation of an upgraded fire protection system in Aspet in FY 06. A FY 07 projejt to upgrade the park's security systems should also aid the park in meeting additional standards. For the past several years, the park has been meeting over 90% of the NPS museum standards for this goal. The park will determine whether or not the performance target has been achieved by utilizing the data generated by the NPS Automated Checklist Program (ACP).

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated:

DOI Goal ID Number:

NPS Goal ID Number: 1a7

Park/ Program Goal ID Number: NONE

NPS Servicewide Goal Description (Mission or Long-term Goal text):

Resource Condition: number of the cultural landscapes in good condition

Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):

By September 30, 2011, Saint-Gaudens NHS's one cultural landscape is in good condition.

Target  
Year:

2011

Performance Indicator  
(what is measured):

Condition

Unit Measure:

Each landscape

Condition (Desired):

Good

Total # Units in  
Baseline:

1

Status in Base  
Year (# Meeting  
Condition):

1

### 5-Year Results Plan:

Saint-Gaudens National Historic Site has one cultural landscape, as defined in the parks Cultural Landscape Report and General Management Plan. In order to maintain this landscape in good condition, intensive management efforts are required that include mowing, pruning of hedges, and maintenance of elaborate formal gardens. As a result, a significant percentage of the park's annual budget is allocated toward the preservation of this important resource. Although park management believes that this cultural landscape is currently in good condition, recurring annual maintenance activities are required to preserve the resource in good condition. Annual assessment of the park's cultural landscape will be performed by the Superintendent and the Facility Manager. Both Volumes II and III of the Cultural Landscape Report are scheduled to be completed in FY 2007.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* la8

*Park/ Program Goal ID Number:* la8

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Resource Condition: number of archeological sites in good condition

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 17 of 20 of Saint-Gaudens NHS archeological sites are in good condition.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Condition

*Unit Measure:*

Each archeological site

*Condition (Desired):*

Good

*Total # Units in  
Baseline:*

20

*Status in Base  
Year (# Meeting  
Condition):*

17

*5-Year Results Plan:*

Due to an Archeological Overview & Assessment completed at Saint-Gaudens NHS in FY 2006, the park currently has 20 archeological sites documented in ASMIS: 17 are listed in good condition, with 3 listed as condition unknown. The park will utilize its new archeological information to ensure the continued preservation of these resources.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila1A

*Park/ Program Goal ID Number:* Ila1A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Percent of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, X% of visitors to [name of unit] are satisfied with appropriate park facilities, services, and recreational opportunities.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Visitor satisfaction

*Unit Measure:*

percent

*Condition (Desired):*

Satisfied

*Total # Units in  
Baseline:*

82

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The park will measure the performance target for this goal through the implementation of the annual visitor survey that assesses the level of visitor satisfaction of the Saint-Gaudens National Historic Site. The park will attempt to achieve the performance target by continuing to maintain park facilities in good condition and by offering comprehensive interpretive programming and special events. In order to compensate for a decrease in seasonal FTE, the park has supplemented the interpretive staff with volunteers and will continue to do so in the immediate future.



## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* Ila2A

*Park/ Program Goal ID Number:* Ila2A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: The number of visitor accident/incidents

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the annual number of visitor accidents/incidents at Saint-Gaudens NHS is zero.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Accidents/incidents

*Unit Measure:*

Each accident/incident

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

.4

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

For the period FY 2000 - FY 2003, SAGA has averaged 0.75 visitor accidents/incidents per year. The park's goal is to reduce this to zero visitor accidents/incidents per year. The park will continue to enhance its safety programs, signage, and maintain pedestrian ways.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IIa2B

*Park/ Program Goal ID Number:* IIa2B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: number of visitor fatalities

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the annual number of visitor fatalities at Saint-Gaudens NHS will remain at zero.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Fatalities

*Unit Measure:*

Each fatality

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

0

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Since the park was established in 1964, there have been two visitor fatalities at Saint-Gaudens NHS: one was the result of a motorcycle accident on an adjacent state highway and the other incident was precipitated by a previous medical condition. Neither incident was preventable on the part of the NPS. The park will strive to keep the number of visitor fatalities at zero.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IIb1

*Park/ Program Goal ID Number:* IIb1

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Percent of visitors that understand and appreciate the significance of the park they are visiting

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, 80% of Saint-Gaudens NHS visitors understand the significance of the park.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Visitor understanding

*Unit Measure:*

percent

*Condition (Desired):*

Understand

*Total # Units in  
Baseline:*

80

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The park will measure the performance target for this goal through the implementation of the annual visitor survey that assesses the level of visitor understanding and appreciation of the significance of the Saint-Gaudens National Historic Site. The park will achieve the performance target by offering various interpretive programs including ranger-led tours, sculpture workshops, hosting a sculptor-in-residence, providing special educational programs for school groups, enhancing the web site, hosting special events, developing a park handbook, and expanding the park's volunteer program.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6A

*Park/ Program Goal ID Number:* IVa6A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Employees: Number of employee accidents (DART)

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the number of Saint-Gaudens NHS employee lost-time injuries is maintained at or below the previous 5-year annual average number of 1.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Injuries or fatalities

*Unit Measure:*

Each injury or fatality

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

.8

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Since 1999, the park has averaged one lost time incident per year due to a variety of work-related incidents. Through its employee safety program, the park goal is for there to be no more than one and preferably no lost time incidents annually.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVa6B

*Park/ Program Goal ID Number:* IVa6B

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Employees: Number of servicewide Continuation of Pay (COP) hours

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, the number of Saint-Gaudens NHS hours of Continuation of Pay is at or below 16.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

COP hours

*Unit Measure:*

Each COP hour

*Condition (Desired):*

Reduced

*Total # Units in  
Baseline:*

12

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

Since 1999, the park has averaged one lost time incident per year due to a variety of work-related incidents. Through its employee safety program, the park goal is for there to be no more than 16 COP hours and preferably no COP hours annually.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb1A

*Park/ Program Goal ID Number:* IVb1A

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Partners: NPS has X community partnerships designed to enhance the NPS's ability to manage resources

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, Saint-Gaudens NHS has 3 community partnerships designed to enhance the park's ability to manage recreation activities seamlessly.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Park Partnerships

*Unit Measure:*

Each partnership

*Condition (Desired):*

Established

*Total # Units in  
Baseline:*

3

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The park currently maintains three formal active partnerships with the following: Trustees of the Saint-Gaudens Memorial, Inc., Connecticut River Joint Commissions, Inc., and the Cornish, New Hampshire Fire Department. By the end of FY 2011, the park will establish two additional partnerships that will enhance its ability to manage resources.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated: November 06, 2006

*DOI Goal ID Number:*

*NPS Goal ID Number:* IVb2

*Park/ Program Goal ID Number:* IVb2

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Visitors: Number of visitors served by facilitated programs

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

By September 30, 2011, Saint-Gaudens NHS attendance at facilitated programs will increase to 56,000 (from 55,950 in 2006).

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

Facilitated programs

*Unit Measure:*

Each visitor

*Condition (Desired):*

attended

*Total # Units in  
Baseline:*

55000

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*

The average number of visitors that attended facilitated programs at Saint-Gaudens NHS in FY 2005 and FY 2006 was 55,880. This figure includes visitor contacts at various park locations, formal interpretive programs, and attendance at special events and demonstration workshops. The park goal is to expand the number of visitors attending facilitated programs, though achieving this goal can be difficult due to fluctuations in overall annual park attendance, which has been declining for the past several years.

## Strategic Plan Report, FY 2007-2011

Park/ Program Name: SAINT-GAUDENS NHS

Park/ Program Org Code: 1915

Date Last Updated:

*DOI Goal ID Number:*

*NPS Goal ID Number:* OVERHEAD

*Park/ Program Goal ID Number:* OVERHEAD

*NPS Servicewide Goal Description (Mission or Long-term Goal text):*

Overhead

*Long-term Goal Performance Target (Park/ Program Long-term Goal text; adjust date for end of current strategic planning period):*

Longterm goal text not available. Enter the text on the  
Annual Work Plan Results tab for the final year of the  
Strategic Plan.

*Target  
Year:*

2011

*Performance Indicator  
(what is measured):*

*Unit Measure:*

*Condition (Desired):*

*Total # Units in  
Baseline:*

*Status in Base  
Year (# Meeting  
Condition):*

*5-Year Results Plan:*



## Strategic Plan Report, FY 2007-2011

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